

NHS Board  
25 January 2023

Lanarkshire NHS Board  
Kirklands  
Fallside Road  
Bothwell  
G71 8BB  
Telephone: 01698 855500  
[www.nhslanarkshire.scot.nhs.uk](http://www.nhslanarkshire.scot.nhs.uk)



**SUBJECT:**

**1. PURPOSE**

This paper is coming to the NHS Board

|              |                          |               |                          |            |                                     |
|--------------|--------------------------|---------------|--------------------------|------------|-------------------------------------|
| For approval | <input type="checkbox"/> | For Assurance | <input type="checkbox"/> | For Noting | <input checked="" type="checkbox"/> |
|--------------|--------------------------|---------------|--------------------------|------------|-------------------------------------|

**2. ROUTE TO THE NHS BOARD**

This paper has been:

|          |                                     |          |                          |          |                          |
|----------|-------------------------------------|----------|--------------------------|----------|--------------------------|
| Prepared | <input checked="" type="checkbox"/> | Reviewed | <input type="checkbox"/> | Endorsed | <input type="checkbox"/> |
|----------|-------------------------------------|----------|--------------------------|----------|--------------------------|

by the

**3. SUMMARY OF KEY ISSUES**

This paper has been prepared to advise the Board of ongoing work to develop an Escalation Framework to assist in managing increased demand/pressures as they develop across individual services, sites and the Board.

The framework is intended to allow a sense check on how demand/pressure is building and where the impacts are manifesting. The levels of demand/pressure being monitored through an escalating framework the strata of which identifies an increasing level of managerial intervention and changing risk tolerance.

To achieve the above each site/HSCP shall develop an Indicators Indicative Scorecard. These will look to utilise consistent data sets and scoring rates however there will be scope to apply metrics for elements unique to individual site/HSCP. The data used for consistency and ease of use will be linked to existing and new data strategies being developed.

The advantages of the framework being developed shall allow constant and consistent monitoring of individual service/site as well as the whole system pressures. Early identification of issues and appropriate weight of managerial response can be initiated with minimal delay on an individual service/site or through employing the resources of the whole system approach.

The approach NHS Lanarkshire (NHSL) is developing is based on similar systems employed in other Health Boards. These have been adapted to meet local needs and also provide the desired whole system approach.

It is recognised that a framework of this type will not be an exact interpretation of all factors impacting a service/site or the whole of NHS at any given time. However, the information provided shall be pivotal in the decision making process. It is therefore a feature of the NHSL approach to have a degree of flexibility in the establishment of escalation level/status to allow some scope for manoeuvre to apply professional judgement in the management of the circumstances being experienced. This empowerment of staff gives scope to either hold at a lower level or escalate to a higher level than the framework may be indicating.

The development work for this framework has just recently commenced and is in its infancy. A group of key stakeholders has been convened to contribute to this work and a first proposed structure for the framework has been mapped out and first draft produced. This is now with the stakeholders for review and comments. Detailed work regarding the data to collated, scoring and intervention options shall now need to be developed as phase two of this work.

#### 4. STRATEGIC CONTEXT

This paper links to the following:

|                          |                          |                       |                          |                   |                          |
|--------------------------|--------------------------|-----------------------|--------------------------|-------------------|--------------------------|
| Corporate objectives     | √                        | ADP                   | <input type="checkbox"/> | Government policy | <input type="checkbox"/> |
| Government directive     | <input type="checkbox"/> | Statutory requirement | √                        | AHF/local policy  | <input type="checkbox"/> |
| Urgent operational issue | √                        | Other                 | <input type="checkbox"/> |                   |                          |

#### 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

##### *Three Quality Ambitions:*

|      |   |           |   |                |   |
|------|---|-----------|---|----------------|---|
| Safe | √ | Effective | √ | Person Centred | √ |
|------|---|-----------|---|----------------|---|

##### *Six Quality Outcomes:*

|   |                          |
|---|--------------------------|
| Everyone has the best start in life and is able to live longer healthier lives; (Effective) | <input type="checkbox"/> |
| People are able to live well at home or in the community; (Person Centred)                  | <input type="checkbox"/> |
| Everyone has a positive experience of healthcare; (Person Centred)                          | <input type="checkbox"/> |
| Staff feel supported and engaged; (Effective)   | √                        |
| Healthcare is safe for every person, every time; (Safe)                                     | √                        |
| Best use is made of available resources. (Effective)  | √                        |

#### 6. MEASURES FOR IMPROVEMENT

The final proposed framework shall be submitted to Corporate Management Team (CMT) for approval. The application and benefit of this will be monitored through CMT.

**7. FINANCIAL IMPLICATIONS**

There are no identified financial implications at this time.

**8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS**

The framework is intended as a risk control. The application of the final proposal, prior to presentation to CMT, shall be assessed to understand the impacts on risk and if new risks may emerge.

**9. FIT WITH BEST VALUE CRITERIA**

This paper aligns to the following best value criteria:

|                       |                                     |                        |                                     |                               |                                     |
|-----------------------|-------------------------------------|------------------------|-------------------------------------|-------------------------------|-------------------------------------|
| Vision and leadership | <input checked="" type="checkbox"/> | Effective partnerships | <input checked="" type="checkbox"/> | Governance and accountability | <input checked="" type="checkbox"/> |
| Use of resources      | <input checked="" type="checkbox"/> | Performance management | <input type="checkbox"/>            | Equality                      | <input type="checkbox"/>            |
| Sustainability        | <input type="checkbox"/>            |                        |                                     |                               |                                     |

**10. EQUALITY AND DIVERSITY / FAIRER SCOTLAND DUTY IMPACT ASSESSMENT**

Has an E&D /FSD Impact Assessment has been completed?

Yes   
No

**11. CONSULTATION AND ENGAGEMENT**

The consultation strategy has not yet been agreed.

**12. ACTIONS FOR THE NHS BOARD**

The NHS Board are asked to:

|         |                          |                |                          |      |                                     |
|---------|--------------------------|----------------|--------------------------|------|-------------------------------------|
| Approve | <input type="checkbox"/> | Gain Assurance | <input type="checkbox"/> | Note | <input checked="" type="checkbox"/> |
|---------|--------------------------|----------------|--------------------------|------|-------------------------------------|

**13. FURTHER INFORMATION**

For further information about any aspect of this paper, please contact;

Name: Eddie Docherty  
Designation: Executive Nurse Director